

20 QUESTÕES

por Rosemary Napper

Short line answers to coaching questions.

Interviewing Rosemary Napper I used 20 questions listed and answered by Thomas Leonard.

1. What is coaching?

I love a notion that coaching is courageous conversations.

Coaching is for individuals to first recognize, then realize their potential in their different roles, through the coaching relationship

2. Why is coaching becoming so popular, so quickly?

we don't have so many relationships in our lives which provide a space to step back and consider what we do, so that we can discover and act upon our own potential.

3. Why does coaching work?

It is having the space to think, feel and consider our actions in relation to our roles, which works. And It is an opportunity to rehearse new actions in a responsive relationship with another who has not other consideration than our best interests.

4. Why do people hire a coach?

In organizations, people in leadership roles don't have trusted others who do not have their own agendas, to talk through their deepest perspectives.. It is really important to have somebody to talk with from outside from this context and who has only you as a focus.. Somebody who has enough courage to confront, challenge and explore with you in a solid working alliance.

5. How long has coaching been in existence?

Since beginning of time. Formal coaching appears in sports skills development and mentoring development of knowledge since eleventh century in universities.

6. How can you coach effectively over the phone instead of in person?

I recommend one meeting at least face to face. Without video we have our listening quality increased but we lose non verbal communication. Researches show that voice tells us when people are lying whereas non verbals can lead us to the opposite.

7. How can the coach pick up on the visual clues such as body language?

Two ways:

Particular body language observation: according to Transactional Analysis individuals have particular expressive patterns (Beware of body language stereotypes) .

Listen with our bodies, is a sophisticated type of listening. To use our own body to listen is like a musical instrument, and our resonance reveals meaning. There are many non-conscious body communication processes that we do not fully understand yet with science.

8. What credentials do coaches have?

Organisational coaches have essentially two: an in-depth single psychological frame of reference, and an in-depth systemic understanding.

Also to be in regular supervision and doing on-going training in coach, and to be clear and make role difference between coach, consultant, counselor and psychotherapist.

9. Where do the coach and client first focus their efforts?

Contact (rapport) comes first to establish the 'working alliance' and then contract – which involves process and outcomes. In an organizational setting then three cornered contracts between coach, staff and director and possibly other sections are crucial.

10. How soon can the client expect to see results?

Change of self perspective and focus is begun usually by the end of the first meeting. Results with impacting others in the system need more time and develop in parallel to the coaching relationship

11. How is coaching different than therapy?

Coaching is about individual potential in the present, related to the individual's roles in belonging in various systems (organisational, family, other networks).

Therapy is healing the past, which involves a shift in the neurological pathways. so creating new possibilities.

The focus, process and context are different: Therapy - 50 min, weekly; Coaching - 2h or more each 4 weeks. A coaching client must have enough capacity to be able to be in the here and now, ie enough Adult Ego state, - if not then a referral to therapy may be important.

12. How is coaching different than consulting?

Consulting- the focus is an organization and in Coaching - the focus is an individual. In coaching teams, the focus is the relationship between teams, and this is an overlap with consulting.. The Consulting process might include bringing in coaching or training or learning in development as part of the solution to the consultant's assessment of the organisations needs.

13. How much do coaches charge?

13. Quanto cobram os coaches?

Typically GBP 100 a GBP 500 each session for organizational leadership; or 10% salary for senior leaders, and perhaps GBP 50 each session not-for-profit organizations. All are adjusted according to clients finances – there are people who are earning reportedly several thousand a session!

14. Is coaching a fad?

Possibly – especially if there are people working who are not well trained.

15. How do I find the right coach for me?

Word of mouth referral, and using your intuition in exploratory phone call with coach. Think about the agenda, age, compatible experience and how other credibility factors might be important for you. Also take risk to select somebody different from you to have the challenge, and look for psychological depth and an organizational frame of reference.

16. How do I know coaching is working?

Your own sense of increase in clarity and potential for action.

17. Do coaches give advice?

From time to time they might make a mini contract to do so. Often in coaching literature we find "absolutely not". If the coach has experiential knowledge then this will be communicated in some way and so interrupt the contact in coaching relationship.

18. How has coaching evolved?

Coaching has been around since time immemorial and in recent times there have been attempts to brand and boundary coaching in a puritanical way in order to claim legitimacy and to professionalise and so keep people out.. It seems to be a domain falling in and between the overlaps between counselling, learning, consulting and mentoring and as there are shifts in each of these arenas then there are shifts to the nature of coaching. At the moment relational coaching is of particular interest to me – the impact of the client on the coach as well as vice versa, and how the relationship parallels the issues the client is grappling with.

19. What's the next step in the evolution of coaching?

Probably increasing development of qualification and possibly license of coaching. Also increasing understanding that coaching is not about tools, it is a way of being in a relationship, not a way of doing.

20. Where can I get more information on becoming a coach?

Myself, European Mentoring and Coaching Counselling and good local centers.